Chapter 10 – CNIC Strategic Plan

Overview

The CNIC Strategic Plan was approved on 16 March 2005. This plan provides the first overall road map for the long term future of CNIC to support the warfighter for the period of 2005 through 2010. The CNIC Strategic Plan is deliberately short, visionary and targeted in a designed effort to detail CNIC's near term goals and not necessarily how to implement specific actions to achieve these goals.

The CNIC 2005 – 2010 Strategic Plan is the first for CNIC. This initial CNIC plan builds upon the insight from the earlier installation strategic plans developed by OPNAV N46 in 1997, and later revised in 2002. It benefits from the experiences of a challenging first year of operations as CNIC in FY 2004, including the work of the Regional Commands during execution.

CNIC's Strategic Plan also directly links its strategies with the Defense Installations Strategic Plan, which was approved in the latter half of 2004. Additionally, it reflects the vision and strategy of the "CNO Guidance for 2005." It further contains critical input and dialogue, which CNIC Headquarters Staff has had with the Regional Commanders and their Staffs – those on the tip of the shore services and support spear.

The CNIC 2005 – 2010 Strategic Plan includes an enterprise-wide mission, vision, guiding principles, objectives, and strategies for achieving the CNIC goals.

CNIC MISSION

As the single responsible office, advocate, and point of contact for Navy Installations,

CNIC's mission is to enable and enhance Navy combat power by providing the most effective, efficient and cost-wise shore services and support.

CNIC does this by providing unified and consistent policy, procedures, standards of service, processes and resources to manage and oversee shore installation support to the Fleet. CNIC executes delivery of installation services through its regions and installations.

CNIC STRATEGIC VISION

To be the best at what we do everyday in delivering cost effective shore services and support so that the operational Navy can be the best at what they do in providing Navy readiness.

### CNIC GUIDING PRINCIPLES
in executing this mission and vision…

➢ **Program Centric Resourcing and Execution** – Managing the enterprise and executing the mission under a Program Centric perspective and philosophy that centralizes program management and direction at the CNIC Headquarters Program Director (HPD) level with execution through Regional Program Directors.

➢ **Readiness Based Capability Levels** – Providing best value service to our customers based on meeting their requirements as depicted in the installations' Required Operational Capabilities. CNIC identifies and evaluates service delivery via capabilities-based performance levels and associated risks.

➢ **Integrated Facilities Recapitalization –** Reducing and optimizing infrastructure footprint. Examining facilities recapitalization requirements by examining planned force structure, and needs associated with the Fleet Response Plan/surge requirements.

➢ **Regional HQ Staff center for legal, chaplains, PAO, other shore support functions** – Exploring every opportunity to eliminate layering and duplication of common support functions.

➢ **Elimination of layering and duplication** – Eliminating layering and duplication of effort between installations, regions and at headquarters, reducing resource requirements while increasing efficiencies and effectiveness.

➢ **Maximize leverage with USMC/Joint/Combined/Interagency initiatives** – Being proactive in seeking opportunities to share facilities and support with other Services/Agencies.

➢ **Accelerate transformation to support a "surge" Navy** – Supporting CNO's Sea Power 21 initiative to transform the Navy's readiness process.

➢ **Maintain covenant with people** – Commitment to recruiting, cultivating and sustaining a dedicated and diverse workforce.

SHORE SERVICES AND SUPPORT BALANCED SCORECARD (BSC)

The Balanced Scorecard (BSC) is an approach to strategic management that was developed in the early 1990's by Drs. Robert Kaplan, Harvard Business School, and David Norton, Balanced Scorecard Collaborative. The BSC looks beyond an organization's financials to determine its health and performance.

The CNIC BSC provides a clear prescription as to what organizations, whether from CNIC, region or installation, should measure in order to balance the financial perspective. Metrics provide the logical measurement tool and must be developed based on the priorities in CNIC's Strategic Plan.
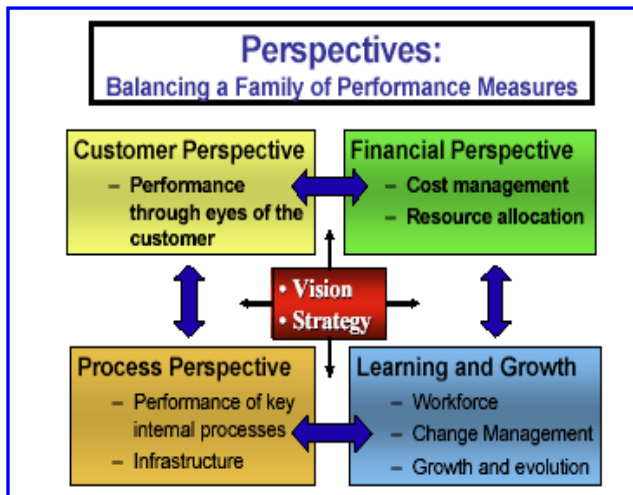
CNIC GOALS AND OBJECTIVES

The CNIC 2005 – 2010 Strategic Plan includes Goals and Objectives directly tied to each of the four quadrants in the CNIC BSC: Customer; Financial; Process; and Workforce.

CUSTOMER

Provide shore services, facilities and support at funded capability levels to support Fleet readiness.

OBJECTIVES:

1. Create underlined partnerships with customers to develop prioritized requirements and understand available resources, resulting in agreed upon expectations.

2. Where appropriate, establish a linkage between shore services, capability levels and customer Required Operational Capabilities.

3. Foster continuous customer engagements to ensure agreed upon program expectations are met.

4. Focus facilities recapitalization on OSD and Navy strategic needs.

FINANCIAL

Optimize program centric resourcing and execution to ensure standard levels of service for consistent shore support.

OBJECTIVES:

1. Refine the financial management model (e.g., capabilities based programming and budgeting system) so that the model matches resources to prioritized requirements and identifies risks at each capability level for decision makers.

2. Apply mitigation strategies to help address gaps between requirements and resources.

3. Use an activity based cost management system to facilitate management decisions.

PROCESS

Continue CNI enterprise growth including cultural evolution of program directors, regional and installation commanders; alignment of structure, processes and standards; and use of best business practices to provide effective, efficient and cost-wise Navy shore support and services.

OBJECTIVES:

1. Implement regionally centered processes consistently by aligning regional structure and organizations.

2. Seek joint business connections and interagency opportunities.

3. Analyze and implement best business practices from across the Regions.

WORKFORCE

Assess, invest in and sustain the <u>human capital</u> – the right skills in the right place at the right time – to accomplish the mission, now and in the future.

<u>OBJECTIVES</u>:

1. <u>Align human capital with the organization's mission, goals, and objectives.</u>

2. Acquire, grow, <u>develop and sustain</u> a diverse, <u>Total Force</u> of dedicated, innovative professionals – military (active duty and reserve), civilians, and contractors.

3. Acquire and develop <u>leaders and managers</u> that effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

4. Implement performance management systems that effectively differentiate between high and low performance, and link individual/team/unit performance to organizational goals and desired results.

ANNUAL PROGRAM <u>BUSINESS</u> PLANS

CNIC Headquarters Program Directors (HPDs) have developed Program Business Plans for FY 2006 in support of the CNIC Strategic Plan. These plans address measurable action steps to measure enterprise-wide strategic performance and the health of the individual programs.

CNIC KEY GOAL ACTION STEPS & WHAT WE ARE MEASURING

The Annual Program Business Plans include Key Goal Action Steps to support advancing the specific Strategic Plan goals. These 14 enterprise-wide action steps apply to all programs and are called "key actions steps." Within the Annual Program Business Plans, these key action steps are shown by Strategic Goal.

- Customer (4 Key Goal Action Steps)
- Financial (3 Key Goal Action Steps)
- Process (3 Key Goal Action Steps)
- Workforce (4 Key Goal Action Steps)

For each of these 14 Key Goal Action Steps, CNIC has identified "Key Goal Measurements" to detail what is measured for that specific goal. Many of these measurements apply as "CNIC HQ measurements only" and are not applicable for action below the CNIC HQ level. Others will require action at the regional level with inputs back to CNIC on a recurring basis. CNIC will include all of these measurements as part of quarterly and annual updates on the implementation of the overall CNIC Strategic Plan.

CUSTOMER

Provide shore services, facilities and support at funded capability levels to support Fleet readiness.

1.1.1.1 Key Goal Action Step:

Involve customers (those receiving shore services and support, as defined by each program) in the requirements determination process (i.e. Capability Based Budgeting and Resource Allocations Issues Module (unfunded requirements data.) A question will be included in the CNI Senior Leadership Questionnaire related to this action. Work with customers to reduce number and amount of unfunded requirements that are input into the Resources Allocations Modules (RAM.)

Key Goal Measurement:

❑ Percentage of customers served by the Region, aptly represented during the requirements determination and performance review process. Target: 50% customers present

❑ Number of requirements/dollar amount of projects input into the Resource Allocation Issues Module. (HQ CNI measurement only.) Target: Downward trend of issues entered.

1.2.3.1 Key Goal Action Step:

Develop effective performance measurements for each program that report or predict current level of performance for agreed upon capability levels and corresponding mission support required operational capabilities.

Key Goal Measurement:

❑ Conduct quarterly performance data call of program metrics to determine capability levels met versus resources expended. Target: Successful performance of quarterly data call (yes/no)

❑ Number of weeks issues take to resolve after being identified as yellow or red on the CNO Ashore Readiness Reports. (HQ CNI measurement only.) Target: Two weeks to initiate resolution.

Provide shore services, facilities and support at funded capability levels to support Fleet readiness.

1.3.1.1 Key Goal Action Step:

Develop, promote and utilize customer feedback forums (within the existing framework, if possible, such as the Regional Commanders Advisory Group (RCAG), CNI Customer Advocacy Group, Command Advisory Board meetings, "Moment of Truth" metrics, etc.) and customer feedback tools (i.e. feedback tool on CNI website, customer surveys, etc.) to facilitate reductions in execution year deviations in funding form established programmatic levels.

Key Goal Measurement:

❑ Number of times/year input from customers is solicited. Target: Once per quarter (yes/no)

❑ Number of customer feedback e-mails received (via CNI website) and number of responses provided. (CNI HQ measurement only.) Target: 100% response rate for each e-mail received.

❑ Number of Command and Program Assessment (Customer Feedback Tool) responses of "somewhat satisfied" and "not satisfied" (rating of 1 and 2) and the number of follow-up actions provided by the HPD/RPD. Target: 100% response rate (follow-up) for each "somewhat satisfied" and "not satisfied" customer.

1.4.2.1 Key Goal Action Step:

Identify new and validate existing facility investment requirements annually to achieve the targeted outcome of Fleet Readiness. Initiate proposals to reduce facility sustainment costs.

Key Goal Measurement:

❑ Maintain funding of Facility Sustainment Model. Target: 95% of requirement

❑ Percentage of SRM re-programmed to BOS Program. (CNI HQ measurement only.) Target: 0%

FINANCIAL

Optimize program centric resourcing and execution to ensure standard levels of service for consistent shore support.

2.1.1.1 Key Goal Action Step:

HPDs will meet with CNI FM/BM Working Group (membership to include Financial Management (FM), Business Financial Management (BFM), Performance Measurement & Assessment (PMA), N46 representative) to review and validate defendable performance metrics, which directly reflect the cost of doing business for each IMAP area. These metrics will be used to develop CBB, POM and the FMB submissions. This will create consistency from one submit to the next, ensuring that the same performance measure is used for all three submits, yielding the same results. Using the same performance metrics for all submits will assist the enterprise (HPDs, RPDs and IPDs) when defining and defending a program.

Key Goal Measurement:

❑ Percentage of performance metrics reviewed with Working Group, and approved by higher authority. (CNI HQ measurement only.) Target: 100% program performance metrics reviewed/approved by end of FY-06.

Optimize program centric resourcing and execution to ensure standard levels of service for consistent shore support.

2.2.1.1 Key Goal Action Step:

HPDs will work with RPDs to develop mitigation and efficiency strategies based on funding levels approved. The mitigation plan will be communicated to each region and reviewed quarterly for implementation. Each RPD will have their execution control prior to 1 Oct 05 (tracked in Resource Management Knowledge System – RMKS.) Based on agreed upon mitigation and efficiency plans, HPDs will communicate implementation plan to FM and BFM prior to 1 Oct 05.

Key Goal Measurement:

- ❏ Complete issuance of FY06 controls. Target: 100% prior to 1 Sep 05 (yes/no)
- ❏ Percentage of approved mitigation and efficiency plans have an implementation plan communicated to all stakeholders prior to 1 Oct 05. Target: 100% prior to 1 Oct 05
- ❏ Monthly review of RAM ensures approved mitigation and efficiency strategies are not entered as unfunded requirements. (CNI HQ Measurement only.) Target: Successful performance of monthly review (yes/no)

2.3.2.1 Key Goal Action Step:

HPDs and RPDs to ensure maximum participation in labor and non-labor costs assigned to activities identified in ABCM. Integrate ABCM into program business processes to provide visible, useful and credible cost data on program activities and the customers those activities support.

Key Goal Measurement:

- ❏ CNI enterprise-wide workforce inputting their labor assigned to activities. Target: >95%
- ❏ ABCM Program POCs, enterprise-wide, inputting the non-labor assigned to activities. Target: >95%
- ❏ Conduct monthly review of ABCM model results to identify program cost trends and exceptions. Send quality monthly report on analytic results to ABCM program manager. Target: ABCM program manager receives monthly report (yes/no)

PROCESS

Continue CNI enterprise growth including underlined cultural evolution of program directors, regional and installation commanders; alignment of structure, processes and standards; and use of best business practices to provide effective, efficient and cost-wise Navy shore support and services.

3.1.1.1 Key Goal Action Step:

Align CNI enterprise-wide program structure with CNI SORM. HPDs to develop and submit program organization template of Region and Installation level for review.

Key Goal Measurement:

- ❏ Alignment to SORM. Target: All CNI Regions completed by end of 2nd quarter FY06.
- ❏ Program organization templates received. (HQ CNI measurement only) Target: 100% from all HPDs by end of 3rd quarter FY06.

3.2.1.1 Key Goal Action Step:

HPD will establish teams of subject matter experts (SMEs). Teams will participate in forums to create/validate DoD-wide Common Output Level (COL) Standards for each OSD defined Installations Support function. Develop and maintain working relationship between HQ Lead SMEs and counterparts from other Components to understand their processes and foster leveraging of Joint opportunities and efficiencies. Each Region will identify one person to serve as the region POC for Common Delivery Installation Support (CDIS) / Joint basing focal point to integrate and coordinate dissemination of OSD/HQ policy development and information relating to implementation of CDIS and BRAC 2005 Joint Basing recommendations. (Note: Only one POC per Region, not per Program.)

Continue CNI enterprise growth including underlined cultural evolution of program directors, regional and installation commanders; alignment of structure, processes and standards; and use of best business practices to provide effective, efficient and cost-wise Navy shore support and services.

3.2.1.1 Key Goal Measurement:

- ❏ Participation in OSD forums to create/validate DoD-wide COLs from each Program. Target: 100%
- ❏ HQ Lead SMEs making quarterly contact with counterparts from other Components. Target: 100%
- ❏ Region CDIS/Joint Basing POC identified, with contact information provided to HQ Joint Cell Coordinator. Target: Every region POC identified by November 15, 2005

3.3.1.1 Key Goal Action Step:

Utilize IPTs to identify best business practices within programs and regions. Have IPT/HPD/RPD submit to HQ BM POC for review and posting to Clearinghouse/eRoom sites. Advertise and communicate to all Stakeholders existence / availability of best business practices site.

Key Goal Measurement:

- ❏ Post best business practice to site. (HQ CNI measurement only) Target: One per program during FY06. Regional best practices are also encouraged to be submitted.
- ❏ Advertise and communicate existence of site. Target: Once per quarter(yes/no).

WORKFORCE

Assess, invest in and sustain the underlined human capital – the right skills in the right place at the right time – to accomplish the mission, now and in the future.

4.1.2.1 Key Goal Action Step:

Using the Total Workforce Management Services (TWMS) tool provided, assess demographic profile of the existing workforce, including workforce category (active or reserve military component, appropriated or non-appropriated fund US civilians, Direct and Indirect Foreign Nationals, and contractors); current skill sets, including series/grades/ranks, for each program; retirement projections (by skill set, program and geography); and the diversity of the workforce by programs and geography.

Key Goal Measurement:

- ❏ Percentage of assessment completed by end of FY06. Target: 80% of total workforce.

4.2.2.1 Key Goal Action Step:

Using the Skills Inventory provided by OPNAV N11, evaluate applicable military and civilian community skills inventories and supplement with CNI specific requirements.

Key Goal Measurement:

- ❏ Percentage of the military and civilian community skill inventories identified and supplemented with CNI specific requirements by the end of FY06. Target: 80% of total workforce.

Assess, invest in and sustain the underlined human capital – the right skills in the right place at the right time – to accomplish the mission, now and in the future.

4.3.2.1 Key Goal Action Step:

Deploy pertinent aspects of NSPS training program for supervisors/managers that fosters a high performance culture and a continuous learning environment.

Key Goal Measurement:

- ❏ Percentage of supervisors/managers who complete the prescribed high performance culture training by the end of FY06. Target: 70% of the workforce.

4.4.3.1 Key Goal Action Step:

Deploy the CNI (N13) training program for supervisors/managers that foster an appreciation of diversity and builds skills that help supervisory and managers acquire, sustain, and retain a fully representative workforce.

Key Goal Measurement:

- ❏ Percentage of supervisors/managers who complete prescribed diversity training by the end of FY06. Target: 70% of total workforce.

The individual program business plans for FY 2006 include supplemental program specific action steps that are in addition to the Key Goal Action Steps detailed above.

The overall process for the individual Program Business Plans for FY 2006 included:

- Adopting elements used by regions in their earlier plans
- Identifying Goal Team Leaders
  - o Customers, Financial, Processes, Workforce
- Designing plans using Balanced Scorecard approach
- Incorporating Key Goal Action Steps (Enterprise-wide strategic performance) and Program-centric Action Steps (Program performance)
- Including Program Strengths, Weaknesses, Opportunities Threats (SWOT)
- Addressing Program Critical issues

- Including performance measurements for each action step, reported quarterly (HPDs poll RPDs)

The CNIC HPDs also included the involvement of their respective IPTs in the overall development of the Program Business Plans for FY 2006. The IPTs were also critical in the preparation of the initial reporting requirements process for FY 2006.

The process of developing the FY 2006 Business Plans was late in commencing during FY 2005. The goal is to have approved written plans for each program prior to the start of the fiscal year. This process was delayed in part for FY 2006 dues to the overall CNIC response requirements to Hurricanes Katrina and Rita.

The CNIC Headquarters objectives for the use of these Annual Program Business Plans are:
- To ensure all programs are on the same page
  - Common targets per CNIC's Strategic Plan
- To include Regional Operations Plans (if desired)
  - To include regional Program Business Plans, if any
- To help educate customers on what to expect
  - Posted on eRoom, Clearinghouse and CNIC website for all to see

- To measure execution of the goals
  - Standard reporting template being developed (by the field)
  - Measures Strategic and Program performance quarterly
    - (1st Report planned for 15Jan06 to CNIC)
- To report on future CNIC annual Stockholders' Reports

The next steps planned by CNIC for the implementation of the Annual Program Business Plans are:
- Finalize Program Business Plans – COO completes review and approves
- Communicate all final approved plans to customers
  - COO and HPDs send to Regions
  - Post on eRoom, Clearinghouse and CNIC website
- HPDs maintain constant communication with RPDs and IPTs to help refine Program-centric action steps and measurements
- Regions provide customer feedback or input
- Regional Operations Plans should align with CNIC's Strategic Plan and Program Business Plans
- Update Program Business Plans and deliver to Regions during the fall of 2006